

DES Enterprise Technology Solutions—Charting a New Course for State Government IT Since 2012



Enterprise Technology Solutions (ETS,) was formed following the biggest consolidation of state agencies in more than two decades, joining parts of five central service agencies. During the consolidation, analysis of the five IT teams revealed that our organization had considerable duplication of applications, processes and help desks.

With that discovery, we saw a huge opportunity to significantly improve state government efficiency while developing an organization with values including *collaboration, communications, teamwork, creative solutions, innovation, partnership and coordination*. ETS set out to reduce inefficiencies, redundancies and wasted resources by identifying and combining overlapping functions that occur naturally during a large merger.

Before Re-org

After Re-org

Fourteen Managers of 14 discrete teams	→	Six Managers and One united team
477 Uncategorized Systems	→	150 Parent Applications
No System Inventory	→	Complete System Inventory
Thirteen Help Desks	→	One Solution Center

How was this accomplished?

One of our tasks was to create an application inventory of all the systems. This helped us identify old, unnecessary and duplicative systems that could be consolidated or decommissioned.

We realized that change isn't always easy, especially on such a large scale. To be successful in accomplishing these huge cultural and organizational changes, we needed our employees to embrace the process. So we:

- Engaged our staff in developing guiding principles to help create a framework for the organization,
- Hired a change management consultant to assist with the “people side” of the transformation,
- Developed an assessment tool to help us understand the skills and desires of our entire workforce. It's also used to assist in cross training staff and identifying resources for new projects.

By July of 2013, our organization was functioning more efficiently and effectively, and significantly leaner.

Today, we are an organization that constantly leverages the diverse skills, talents and abilities of our most valuable and important resource: our employees. All our teams understand how they support the division, agency, our internal and external customers and WA State Government. So, what is next? As we've

highlighted in our growing collection of stories of building successful solutions that help our customers, continuous improvement is at the forefront of everything ETS does. We will continue reviewing and refining our organization and processes for efficiency so we can provide maximum benefit to our customers, and the taxpayers and citizens of Washington.

Our services include:

- Information Technology (IT) customer service and support
- Business application solutions support
- Washington State government data reporting
- Project planning and project management
- IT systems design, implementation and support

ETS is different than other service providers

Our services provide innovative solutions that increase business process efficiency and drive down the total cost of ownership for business applications. We can deliver these benefits to our customers because:

- ✓ Our customer base is diverse. We provide solutions and support to the Governor, Legislature, state agencies, tribal governments, higher education, counties, cities, towns, schools.
- ✓ We provide efficient, high quality services at competitive prices.
- ✓ We understand how government works, at the enterprise level, the agency level, and the personal level.
- ✓ As public servants, we care about our customers, communities and coworkers.
- ✓ We provide solutions, not products.
- ✓ We provide customer service and support for all of the solutions we offer, for the life of the solution.
- ✓ We are enterprise focused, looking for enterprise/statewide solutions and keeping economies of scale in mind.
- ✓ We are focused on providing maximum benefit to our customers and taxpayers. Our services are not based on profitability.
- ✓ Our services and costs are tracked and visible to all. There are no hidden agendas or fees.